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CENTRAL INTELLIGENCE AGENCY OFFICIAL ROUTING SLIP					
TO	NAME AND ADDRESS		DATE	INITIALS	
1	Mr.	[Redacted]	3/27/69		
2	Mr.	[Redacted]	27 mch		
3	Mr. Coffey		27 MAR 1969		
4	Mr. Bannerman		2 Cfr.		
5					
6					
ACTION		DIRECT REPLY		PREPARE REPLY	
APPROVAL		DISPATCH		RECOMMENDATION	
COMMENT		FILE		RETURN	
CONCURRENCE		INFORMATION		SIGNATURE	
<b>Remarks:</b> <p>We do not know the Career Service breakout of the DD/S sample since the questionnaire did not ask for that information.</p> <p>However, A&amp;E used a listing of 35 eligibles for the DD/S sample which does show Career Service. Assuming the Career Services of the actual 16 were in proportion to those of the 35 eligibles, the breakout could have been:</p> <p style="text-align: right;">1 Log 3 Commo 4 Security 8 Finance <u>16</u></p>					
FOLD HERE TO RETURN TO SENDER					
FROM: NAME, ADDRESS AND PHONE NO.				DATE	
SOS/DDS - [Redacted]				27 Mar 69	
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Approved For Release 2003/04/29 : CIA-RDP84-00780R003700090023-0

An interesting report.  
Do you think we have enough  
of a base to further explore  
some of the leads to dis-  
satisfaction.

RSB

2 Apr. 69

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#3

26 March 1969

MEMORANDUM FOR: Mr. Bannerman via Mr. Coffey

SUBJECT : Supplementary Report: An Analysis of Job-Related  
Attitudes of Some Young Careerists in the Support Services

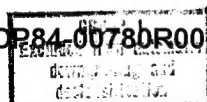
1. Subject paper, dated March 1969, is the third paper prepared by the A&E Staff/OMS pursuant to an attitude questionnaire completed by young CIA professionals as part of the President's Program for Talented Youth in the Federal Service. This report deals exclusively with non-CTs in the Support Services and non-CTs in the other Directorates. The samples included 16 DD/S and 181 non-DD/S young professionals.

2. Apparent differences in the samples:

	<u>DD/S</u>	<u>Non-DD/S</u>
Sex Distribution	94% M	66% M
Educational Credentials		
At least a BA	62%	98%
Educational Pursuits		
Additional academic courses since EOD	None	40%
Long-Range Career Plans		
Intend to remain with Agency	69%	32%

3. Summary of Job-Satisfaction In the DD/S Sample:

Generally, there was widespread satisfaction toward various job dimensions. Of the 15 dimensions (Figure 1), there was unanimous satisfaction expressed on 4 of them; 80 to 90% satisfaction expressed on an additional 4 dimensions. Attitudes expressed on other job dimensions are stated below:

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	<u>Clearly Satisfied</u>	<u>Dissatisfied</u>
Classroom/On-the-Job Training	50%	30%
Work Itself	60-75%	
Recognition Received for Work	60-75%	
Way the Agency is Run	60-75%	
Job as a Whole*	66%	
Salary*	66%	
Chances for Promotion*	66%	

\*Remainder of group stated they were "about as satisfied as dissatisfied."

4. Comparison of job-related attitudes in the DD/S and in other Directorates:

There were significant differences between the samples on only 8 of the 89 items; on 6 of the 8 items the Support sample gave the more favorable response. It should be noted that, in view of the small size of the DD/S sample, the comparative data below is only suggestive.

	<u>DD/S</u>	<u>Other Directorates</u>
Supervision		
"My supervisor has little influence on the people above him."		
Agreement with statement	0%	25%
Physical Surroundings/Working Conditions*		
Satisfaction	94%	75%
Communications Gap Between Management and Employees		
Felt that gap does exist	14%	50%

\*Exception to this expression of satisfaction is the parking situation where they worked.

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Initial Job Expectancies  
Satisfaction

82%

60%

Job Was Misrepresented When Hired  
Agreement with Statement

6%

38%



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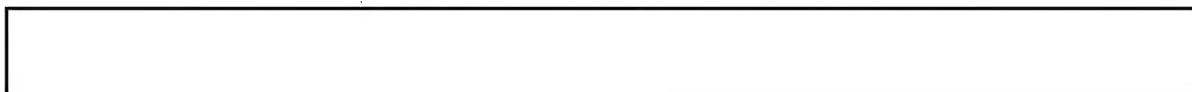
	UNCLASSIFIED		CONFIDENTIAL		SECRET
<b>OFFICIAL ROUTING SLIP</b>					
TO	NAME AND ADDRESS		DATE	INITIALS	
1	Deputy Director for Support				
2					
3					
4					
5					
6					
	ACTION		DIRECT REPLY	PREPARE REPLY	
	APPROVAL		DISPATCH	RECOMMENDATION	
	COMMENT		FILE	RETURN	
	CONCURRENCE		INFORMATION	SIGNATURE	
<b>Remarks:</b>  <p style="text-align: center;">Attached is a copy of the A&amp;E Staff's supplementary report on job-related attitudes of young careerists in your directorate.</p> <p>✓ A copy has been provided <span style="border: 1px solid black; display: inline-block; width: 150px; height: 20px; vertical-align: middle;"></span></p>					
FOLD HERE TO RETURN TO SENDER					
FROM: NAME, ADDRESS AND PHONE NO.				DATE	
				3/17/69	
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SUPPLEMENTARY REPORT: AN ANALYSIS OF JOB-RELATED ATTITUDES  
OF SOME YOUNG CAREERISTS IN THE SUPPORT SERVICES

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Office of Medical Services  
Assessment and Evaluation Staff  
March, 1969

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The principal focus of this supplementary report is on comparisons of job-related attitudes of some young, recently hired non-CTs in the Support Services with those of non-CTs in the other Directorates. A secondary purpose is to provide a brief and very general overview of the expressed job satisfaction of the Support Services sample toward various dimensions or aspects of their jobs.

The source of the data for this report was an attitude questionnaire completed anonymously by 300 CIA professionals as part of the President's Program for Talented Youth in the Federal Service. The questionnaire was designed to allow new career employees to express their feelings about their jobs, their work environment, the training they have received, and to suggest ways of bringing about a greater sense of personal involvement in the work of their agencies. New career employees were defined as and restricted to those who entered on duty between 1 July 1967 and 30 June 1968 at GS level 05 or higher, who were under the age of 30 when they entered on duty, and who had obtained a bachelor's degree or equivalent experience.

Two earlier reports (AES reports dated November 1968 and February 1969) described in detail the questionnaire results from the overall Agency sample of 300, made comparisons between the attitudes of CIA professionals and those of young professionals elsewhere in government, and analyzed the attitudes of CTs and non-CTs within the Agency. The present report deals exclusively with the attitudes of non-CTs in the Support Services and of non-CTs elsewhere in the Agency. CTs were not included in the Agency samples for two reasons.

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First, a sizeable number of CTs who participated in this study did not indicate the Directorate to which they were assigned; therefore, there was no way of knowing where they should be included. Secondly, and perhaps more important, it was felt that the attitudes of the CTs would reflect primarily their experiences within the Career Training Program rather than actual on-the-job experiences in the various Directorates. This is because the sample was limited to persons who EODed after 30 June 1967; no persons in the sample could have EODed more than 17 months prior to their taking the questionnaire, and some could have EODed as few as five months before. Since the Career Training Program requires the better part of a year to complete, it is apparent that few CTs could have been assigned to their post-training jobs for more than a few months.

#### Sample description

For conciseness we refer to the small sample of new professionals serving in the Support Services as the "DDS sample" or "DDSers." (The Agency comparison sample is denoted simply as the non-DDS sample or non-DDSers.) By referring to the Support group as DDSers, we are in no way implying that the attitudes expressed by this sample of people are representative of any larger group or groups of careerists within the Support Services.

The DDS sample consisted of 16 young Support professionals. The comparison or non-DDS sample totaled 181 Agency professionals. By far, the Directorate most heavily represented in the non-DDS sample was the Directorate for Intelligence with 114 respondents; next came the Clandestine Services with 36,

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and lastly the Directorate for Science and Technology with 31.

Few differences emerged between the DDS and non-DDS samples on a variety of background characteristics. Those worthy of note include a difference in the distribution of the sexes in the two samples (DDS, 94% male; non-DDS, 66% male), in educational credentials, and in long-range career plans. Whereas 98% of the non-DDSers noted that they had earned at least a BA (or equivalent), only 10 of the 16 DDSers (62%) could make a similar claim. Also on the matter of educational pursuits, we note that not a single DDS reported taking any academic courses related to his job since the time of his EODing. Conversely, 40% of the non-DDS group reported having taken such courses. A final point by way of introduction to the samples is that 11 of the 16 DDSers (69%) expressed the intention of staying with the CIA; only 32% of the non-DDS sample asserted that their long-range career plans included remaining with the Agency.

JOB SATISFACTION IN THE DDS SAMPLE: A SUMMARY  
OF ATTITUDINAL DATA

This section is concerned with the question of how satisfied the non-CT DDSers are with various basic aspects or dimensions of their jobs. Responses of the Support group to 15 general questionnaire items inquiring about sources of job satisfaction are the bases for the following remarks.

Nearly two-thirds of the DDSers expressed clear satisfaction with their "jobs as a whole." With the exception of one individual, the remainder of the group (31%) noted that they were "about as satisfied as dissatisfied" with

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their jobs. Closely paralleling this response distribution were the expressions of satisfaction/dissatisfaction toward salary and chances for promotion; about two-thirds said they were satisfied on these job dimensions and about one-third noted they were about as satisfied as dissatisfied.

Next, those job aspects responded to most positively are considered. With at most one individual in the sample of 16 dissenting, the DDSers were unanimous in expressing clear satisfaction toward (1) the importance of the Agency's goals, (2) their relations with co-workers, (3) their supervisor's technical competence, and (4) the Agency's rules and regulations. For all intents and purposes, equally impressive percentages of the DDSers -- between 80 and 90% -- expressed satisfaction toward their physical surroundings and working conditions, their treatment by supervisors, the impression their job makes on family and friends, and their personal work accomplishments. Only very slightly less overall satisfaction -- between two-thirds and three-fourths clearly satisfied -- was found on the following three job dimensions: recognition received for work; the way the Agency is run; and the interestingness and meaningfulness of the work itself. Finally, in what constitutes the only real exception to the picture of general and widespread satisfaction toward the various job aspects delineated above, we note that only one-half of the DDSers were clearly satisfied with the classroom and on-the-job training they received; nearly one-third of the sample were dissatisfied.

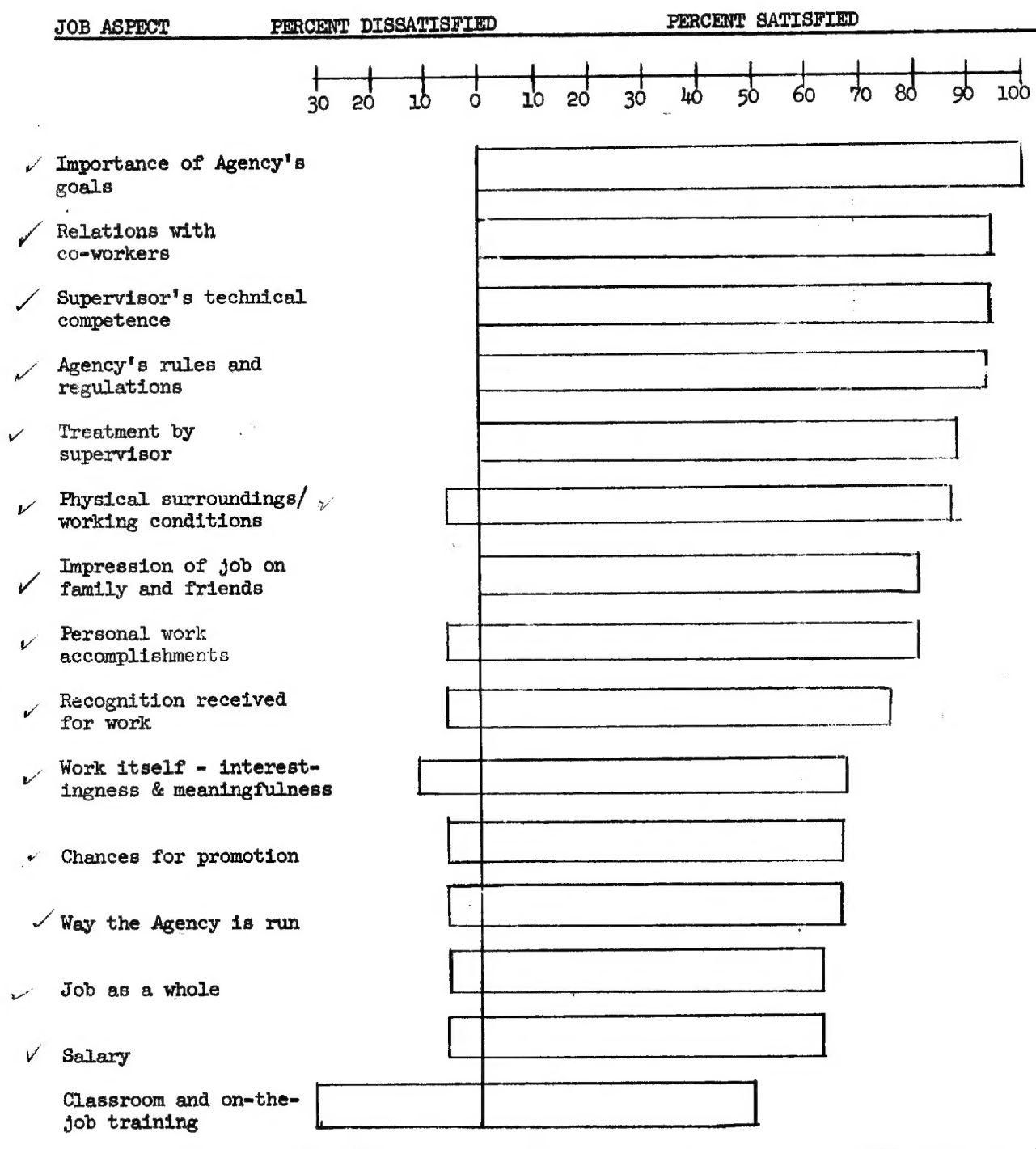
Figure 1 shows the percent of the DDS sample responding "satisfied" and "dissatisfied" to each of the job aspects mentioned above.

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FIGURE 1

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PERCENT OF DDS SAMPLE EXPRESSING SATISFACTION AND DISSATISFACTION  
WITH VARIOUS ASPECTS OF THEIR JOBS<sup>1</sup>



<sup>1</sup>As measured by the responses to 15 relatively general items (referred to in earlier reports as "indicator items").

<sup>2</sup>Does not include percent responding "about as satisfied as dissatisfied."

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# COMPARISON OF JOB-RELATED ATTITUDES OF NON-CTs IN THE DDS AND IN OTHER DIRECTORATES

In this section comparisons of job-related attitudes and satisfactions of the DDSers and non-DDSers described above are presented. Only those job dimensions and questionnaire items on which responses of the two Agency samples differed to a statistically reliable degree<sup>1</sup> are included for discussion.

Significant differences between the responses of the DDS and non-DDS samples were found on only eight of 89 items. On six of these eight items the Support sample gave on the average the more favorable responses.<sup>2</sup>

Because of the extremely small size of the DDS group (16), the significant comparisons discussed below should be regarded as only suggestive.

1. Not a single DDSer agreed with the attitude statement, "My supervisor has little influence on the people above him." By contrast, more than one in four non-DDSers perceived their supervisors as having only little influence on their supervisors.

2. With the exception of being less pleased with the parking situation where they worked, DDSers expressed more general satisfaction with their physical surroundings and working conditions -- particularly their immediate

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<sup>1</sup>Statistical Note--A statistically reliable difference is defined as a difference (in response distributions) of a magnitude such that it is not likely to have resulted from chance or random factors alone. Rather it is construed as a reliable group difference.

<sup>2</sup>Favorable responses to specific items are defined as those responses which indicate satisfaction toward existing policies, programs, working conditions, etc.

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office area -- than did the non-DDSers. Whereas only one person in the DDS sample of 16 expressed clear dissatisfaction with his work setting, from one-fourth to one-third of the non-DDS sample commented unfavorably on this aspect of their jobs.

3. To a statistically significant degree, non-DDSers more than DDSers feel that a communication gap exists between Agency management and employees. Thus, while only two in 15 -- or 14% -- of the DDSers saw evidence of such a communication gap, very nearly 50% of the non-DDSers thought that a gap existed.

4. On two questionnaire items concerned with degree of realization of initial job expectancies, the DDSers expressed somewhat more satisfaction than did the non-DDS careerists. Only two careerists in the DDS sample (12%) could not agree with the statement, "My job is as good as I thought it would be when I was hired." By contrast more than 40% of the non-DDSers disagreed with this critical item, that is, responded unfavorably. In a similar vein, 38% of the non-DDSers but only 6% -- one person -- of the DDSers agreed that the people who hired them misrepresented their jobs.

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